



Center (ESC) is headquarters for the Materiel Systems Group. Under the direction of Lieutenant General William R. Looney III, ESC serves as the systems acquisition manager refining users' needs, defining the optimum solutions to meet those needs, and deciding how to best acquire the solutions. The ESC teams of professionals, specializing in engineering science, business management, acquisition and information technology, supervise the design, development, testing, production, deployment and sustainment of systems and information solutions.

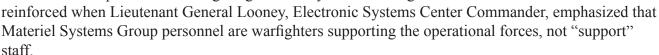
In March 1999, Ms. Lorna Estep was designated as the Materiel Systems Group (MSG) Executive Director. Under her leadership, enterprise-wide cutting-edge capabilities have been implemented, such as the Information Technology Application Center (ITAC). The ITAC is an experimental facility that provides the capability to rapidly demonstrate, experiment, and prototype innovative information technology applications in an integrated and interoperable environment. a rapid understanding This capability enables implementation of new technologies for information solutions at the best possible value to the customer. In addition, Ms. Estep has created an MSG organizational environment to align the professional workforce to support the Air Force Joint Vision 2020, sharpening MSG's focus on providing the world's most respected agile combat support information solutions by transforming data into knowledge for Air Force decision makers.



A Message from the Executive Director

Ms. Lorna Estep, SES Materiel Systems Group

Operations Tempo increased dramatically in 2002 as a result of the September 11 attacks, as the Air Force responded in the war on terrorism and homeland defense. The acquisition and IT community was challenged to respond with rapid deployment of new capabilities to shorten the kill chain and improve decision processes on the battlefield. But the battlefield is no longer in some far away place, but includes our homeland soil. Systems and processes, which used to be looked at as "combat support", became a direct part of the war fighting machinery. This message was reinforced when Lieutenant General Looney, Electronic Systems Center Commande Metarial Systems Group personnel are warfighters supporting the operational forces.



As warriors, MSG personnel increased operational tempo. Our rapid prototyping teams spent long hours working with customers to demonstrate key capabilities enabling Aerospace Expeditionary Forces to be more effective and lethal. For the Flight Operations Collaborative Information System, we partnered with AFMC/DO to demonstrate how paper flight manual information might be digitally displayed on a kneeboard e-tool device to improve situational awareness of the flight crew and real-time targeting capability. With the AFMC Combat Logistics Support Squadrons, we built on conceptual work by AFRL to demonstrate the Aircraft Battle Damage Assessment & Repair System, and show how digital technical order information might be used to speed the assessment and return to operation of damaged aircraft. The Deployment Qualification System under development is a tool to improve the readiness certification process for deploying airmen, enabling the Unit Deployment Managers to easily track and report unit readiness to the Commander.

Our logistics, financial, business management and contracting system program offices kept our 160 operational systems running smoothly, as our customers surged to meet the increased workload associated with Operations Enduring Freedom and Noble Eagle. At the same time, we continued to improve and mature our acquisition and sustainment processes to streamline our operations. We extensively increased our market research and analysis capabilities along with our use of the Information Technology Application Center (ITAC). In the ITAC, we partner with our customers, industry, and the labs to investigate new processes and enabling technologies that will improve our Air Force's warfighting capabilities. The resulting new business and technological initiatives lead to improved decision making, increased weapon system availability, and/or serve to reduce the workload on our people as they meet worldwide commitments.

Several years ago when we embarked on our journey to transform the MSG, we established our Vision for the future. As the men and women of the MSG strive to achieve our Vision, the results are beginning to show. MSG is adding value to our customers in faster and smarter ways than ever before.

In partnership with our warfighting operators, MSG is ensuring our Aerospace Expeditionary Forces have the combat support information needed to support our national interests.



MSG MISSION STATEMENT

We support the USAF goals for information dominance through acquiring, developing, maintaining, reengineering and providing technical services for information systems. The MSG is committed to delivering our customer high quality services at a realistic cost.

STRATEGIC VISION FOR 2020

We are the Air Force Materiel Systems Group (MSG), a Center of Excellence. We are warfighters. We acquire and deliver fully integrated, agile combat support information solutions that enable operators to project military force and achieve mission success in support of U.S. national interests

We achieve Joint Vision 2020 objectives through our acquisition and technical expertise. We shape and implement DoD processes for the research and development, delivery, and renewal of integrated combat support capabilities across the information domain.

People are MSG's most important resource. We ensure that we have the tools and knowledge required to meet customer needs

We develop partnerships and share investments with our customers, other government agencies, industry and academia. We rapidly provide leading edge information services and technology, maximizing DoD operational effectiveness and efficiency.

We are a high-performing, agile, learning organization. Our Center of Excellence is a national asset. MSG makes our nation stronger militarily and economically.

The MSG is one center of excellence at three locations - Wright-Patterson AFB, Ohio; Tinker AFB, Oklahoma; Hill AFB, Utah.

MSG OBJECTIVES

To achieve the MSG vision, our objectives have been defined to clearly support the information technology needs of our customers. The measurable results of these objectives will ensure the MSG is a more efficient and effective organization sharing the knowledge gained from our improvements to strengthen our partnerships with our customers. We will improve customer satisfaction and trust in our performance by delivering best value; exploiting technology advances of industry; ensuring our workforce is proficient, continuously refreshed and resourced; being the preferred organization to provide market-leading information solutions; building strong internal teams, as well as partnerships in academia, industry and other Government agencies; and creating an environment where our employees are well informed, productive and rewarded to enable success.

Objective I

Revolutionize MSG Operations

Objective II

Increase Value to our Customers

Objective III

Exploit Technology to Meet AF Mission

Objective IV

Strengthen Quality Workforce

Objective V

Capture DoD/Air Force IT Solutions Market

Objective VI

Make MSG a Great Place to Work

Delivering the greatest combat support information solutions that enable AF operators to achieve success.

MSG PROVIDING INFORMATION

Current Air Force initiatives envision an Air Force, enterprise-wide, eBusiness environment. This targeted environment incorporates information technology (IT) investments that support "best business" practices and features Commercial Off-The-Shelf (COTS) software applications as IT solutions of choice. The targeted Air Force environment will web-enable business applications and make them accessible via the Air Force Portal. In addition, this Air Force eBusiness environment will promote shorter IT solution development cycles and press for quick Return On Investment (ROI) timeframes. In response to this changing Air Force business environment, which is migrating to a "solution-provider" orientation, the Materiel Systems Group (MSG) established a corporate mission of providing market-leading information solutions. This mission necessitates MSG's transition from primarily providing software development services to becoming the Air Force trusted agent for comprehensive and integrated IT solutions—a mission designed to serve the growing Air Force IT solutions market.

MSG: Providing information solutions to the AEF!

SOLUTIONS & SERVICES

Enterprise Solutions Services

MSG is the trusted provider of integrated information solutions that help our Air Force customers achieve unsurpassed combat capability, manage transformational change, and improve combat effectiveness. MSG's Enterprise Solutions Services enable customers to define their requirements and needed capabilities as an enterprise, leverage emerging information technologies, and participate in this activity using state-of-the-art processes...and achieve all of this in a rapid, responsive manner. The result is leading-edge capability...quickly!

IT Integration and Development Services

MSG leverages insight into mission areas and information systems we integrate, develop and sustain to ensure our customers invest only in new and improved capability, rather than duplicating solutions already in place. These new capabilities are integrated into an enterprise architecture as they are developed to ensure interoperability and low operating costs. Trained and certified acquisition professionals assist customers throughout the acquisition process to ensure legislative and technical requirements are met, and the implemented solution exceeds customer expectations.

Experimentation Services

MSG operates a state-of-the-art facility bringing together technologies, business processes, and customers to achieve transformational improvements to Air Force mission operations. The Information Technology Applications Center (ITAC) blends all aspects of an information technology solution. From developing the requirement and understanding the business process, to making technology tradeoffs and

evaluations, the ITAC enables rapid delivery of new capability to Air Force customers.

Mission Continuity Services

As the Air Force transforms itself using emerging technologies, legacy information systems still perform as the workhorse of today's Air Force. MSG maintains expertise with these systems and works with mission area customers to ensure continuity of mission operations as legacy systems are migrated to new solutions. Maintenance and support, as well as modification of legacy systems, ensure Air Force combat capability wherever and whenever needed.

Information Assurance and Security Services

Safeguard and security of the Air Force and Department of Defense information networks are paramount. Rapidly changing and evolving technologies, as well as thirty year-old technologies, must be integrated to exacting standards to achieve information assurance. MSG has highly skilled people who evaluate proposed or existing solutions to determine the security risk those solutions may pose to the network. Through innovative techniques, MSG has significantly reduced the cost of this activity to our customers while maintaining high security standards.

\\msg leadership



Ms Lorna Estep



Ms Lynn Moad



Mr Kennon Cooksey



Ms Marcella Caldwell



Ms Deborah Gaston



Mr Steve Rosengarten



Col William Cox



Lt Col Brad Bisson



Mr Steve Wagner



Ms Joanne Duda



Mr Richard Honneywell



Ms Sherry Partee



Lt Col Reginald Adams



Lt Col Pam Belford

MSG Systems Program Offices (SPOs) implementing spiral approaches to acquire and field premier logistics, contracting, depot maintenance, financial, and supply management information solutions.

MSG/IL – The Logistics Information Program Office provides the worldwide life-cycle management of 84 information systems, directing multiple organic and contractor teams who develop, deploy and sustain seamless logistics systems used in times of peace and conflict. To execute the responsibilities of this overarching logistics management effort this organization is divided into two major SPOs:

MSG/MA - The Maintenance SPO performs program management, customer technical refresh and integration support for depot maintenance systems, such as the Reliability and Maintainability Information System (REMIS), the Programmed Depot Maintenance Scheduling System (PDMSS), the Inventory Tracking System (ITS), Data Depot (Q302) and support to Depot Maintenance Accounting & Production System (DMAPS).

MSG/SL - The Supply Logistics SPO plans, manages, coordinates and executes the processes for the acquisition, research, development and support of supply information systems such as Requirements Management Systems (RMS), AF Equipment Management System (AFEMS), Weapons System Management Information System (WSMIS) and Stock Control System (SCS).

MSG/FN - The Financial Information SPO develops, acquires, modifies, and maintains financial solutions for the Air Force and the Defense Finance and Accounting Service, including the Automated Business Services

System (ABSS) and the Financial Information Resource SysTem (FIRST).

MSG/MM - The Business Information SPO plans, manages, coordinates and executes the DOD Information Technology processes for the acquisition, research, development, and support of new and existing AF Business Information Systems to support an integrated combat support environment. As the Technical Data SPO, MM responds to the AF technical data requirements. MM also provides assisted technology via the Computer Accommodations Program (CAP) to meet the work-related needs of employees with hearing/speech impairment, visual impairment, dexterity/mobility impairment and ergonomic/injury issues.

MSG/PI - The Contracting Information SPO manages a portfolio of automated contracting systems in order to provide more efficient and effective contracting operations to meet AFMC, Air Force and DoD near- and long-term requirements.



MSG directorate support staff architecting, designing, testing, and tracking performance of value-added, comprehensive IT solutions to enhance Air Force combat support.

MSG/EN (MITRE) – The Engineering and Technical Management Directorate shapes and implements MSG processes for the research and development, delivery, and renewal of integrated combat support capabilities. EN assists in the development and definition of an overarching technical strategy and roadmap, consistent with higher-level strategies and roadmaps, for all MSG-owned and managed systems.

MSG/ES – The Enterprise Solutions Directorate provides strategic future information solution planning and technology innovation options for the MSG. ES identifies IT opportunities with a focus on integration of the activities across the MSG SPOs, Air Force and the DoD, as well as provides corporate acquisition services and serves as the MSG program managers' home office and MSG acquisition center of excellence.

MSG/FM – The Financial Management Directorate provides corporate visibility and status of MSG information systems, manages all aspects of the Air Force Working Capital Fund (AFWCF) operations, and provides corporate support in the areas of planning, workload, management, cost analysis, and performance measurement.

MSG/PK – The Contracting Directorate delivers business solutions that enable the MSG to enhance USAF warfighting capabilities by providing contracting support to formulate and analyze business cases, administer the contracts process, and to support the development, maintenance, reengineering, and delivery of contract technical services for information systems.

MSG/RM – The Resources Management Directorate provides corporate mission support and assistance in training, facility management, audits and inspections, quality management, appraisals, awards, career programs certification, safety, and personnel support and administration.

MSG/SI – The Software Information Solutions Directorate designs, tests, integrates, maintains and sustains software in support of the MSG IT solutions. SI supports development and implementation of the Organization's Standard Software Process (OSSP) and other processes aligned with obtaining Software Engineering Institute certification. The directorate also provides comprehensive information assurance for all MSG-owned and managed systems.

The Key to Your IT Success

- Our People

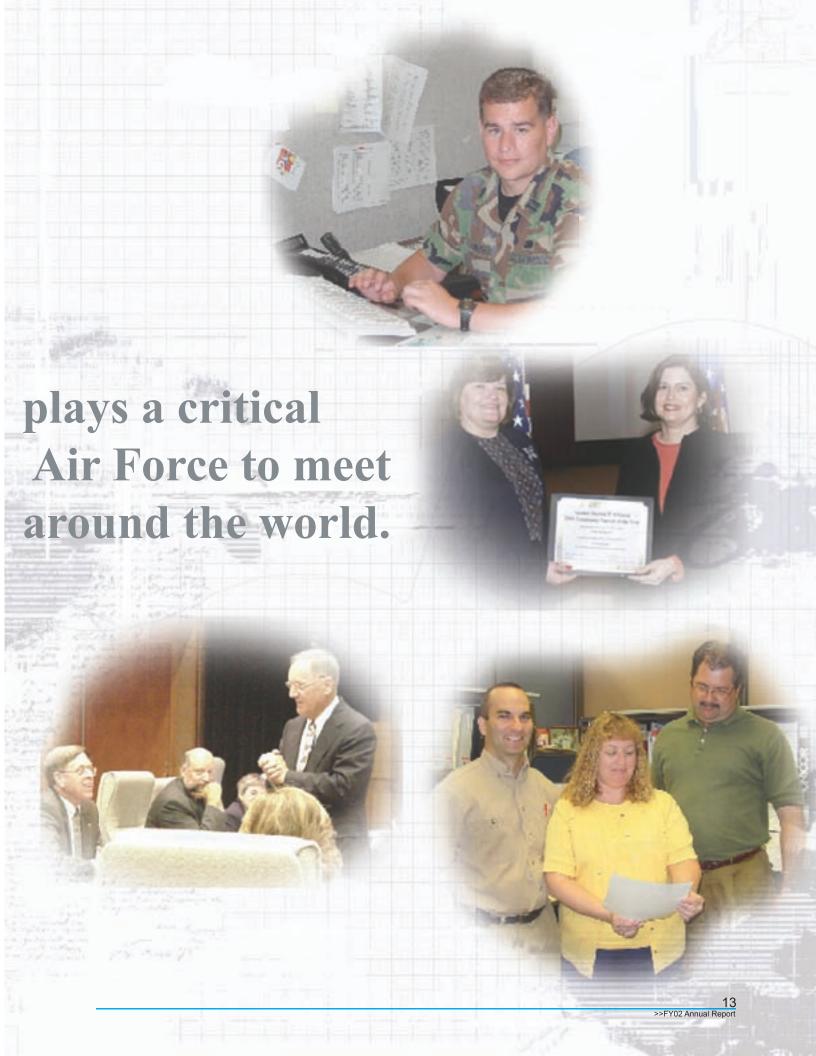
Information technology has become the leading conduit for change in our world. It is changing the way we learn, the way we communicate, and the way we work. It is contributing to a critical transformation of our economic life. It is creating the need for knowledge workers who can meet high performance standards in technology relevant subjects.

Based on the need to provide technologically advanced capabilities such as rapid prototype development, information assurance, portal design, integrated digital environment, and logistics transformation efforts, new skills and training are required. The technical knowledge, understanding and insight necessary to take advantage of the changing languages and tools require a significant investment both in time and in training. Our workforce understand the legacy systems, as well as the design methodology and tools for the new applications that are being developed. This requires a broader spectrum of knowledge and understanding than did traditional programming, where knowledge of one language and one operating system was sufficient for a single, long career. Now, new languages, tools, development environments and operating systems are studied, evaluated, and employed for the delivery of modern applications in the multi-tier environment of today's Air Force.

MSG remains current on state-of-the-art changes and infuses new talent into our organization that possesses current IT skills. Our workforce continually seeks to increase our technical, acquisition, and business competencies through formal education, as well as a variety of specific training events and resources through the MSG Learning Resource Center (LRC). The LRC provides our workforce with increased application, availability and accessibility of training opportunities in a cost-effective manner using technology that speeds up and improves the training process.

We continue to reskill our workforce in order to posture our organization for a shift in technology and for the changing Department of Defense environment. As a high-performing, agile, learning organization, we are committed to providing a highly skilled workforce. Our IT expertise coupled with our business process reengineering management abilities provides our customers with the optimum solution to meet their business operations needs.





MSG ENHANCING THE IT ENVIRONMENT WITH INNOVATION ...

MSG uses disciplined Certification and Accreditation (C&A) processes with an integrated government/contractor team to produce



well structured, technically sound, quality C&A documentation at a cost far below the industry standard. This type of leveraged experience and increased process efficiencies provides a powerful resource to increase security of MSG-managed information systems. Through the creation of this team, MSG has reduced the average cost and time for conducting the C&A process by more than sixty percent. MSG continues efforts to lend our security expertise to other AF and DoD activities. This "outside the box" philosophy propels MSG's standing to ensure greater security is achieved for all of the DoD.

The MSG has developed a Technical Standards Baseline defining a set of interoperability rules, standards, and guidelines to govern System Program Office (SPO) system development for the financial systems. This document describes the standards and compliances that must be adhered to for all software development, system software and utilities, hardware and commercial off the shelf (COTS) product selections to be implemented in any Financial Information SPO-managed project or system. The purpose is to ensure interoperability and integration of all Air Force financial budgeting systems and any system that indirectly supports the budgeting process. Therefore, compliance with major architectural guidance such as the C4ISR architecture framework and the Joint Technical Architecture are overarching. Additionally, specific areas of standards and directives compliance are called out in more detail to ensure interoperability with the specific Financial Information

SPO architecture as defined under the Air Force's standard flagship budgeting system, the Financial Information Resource SysTem (FIRST), and all its feeder systems. MSG will investigate the feasibility of extending this Technical Standards Baseline for use by other functional systems.

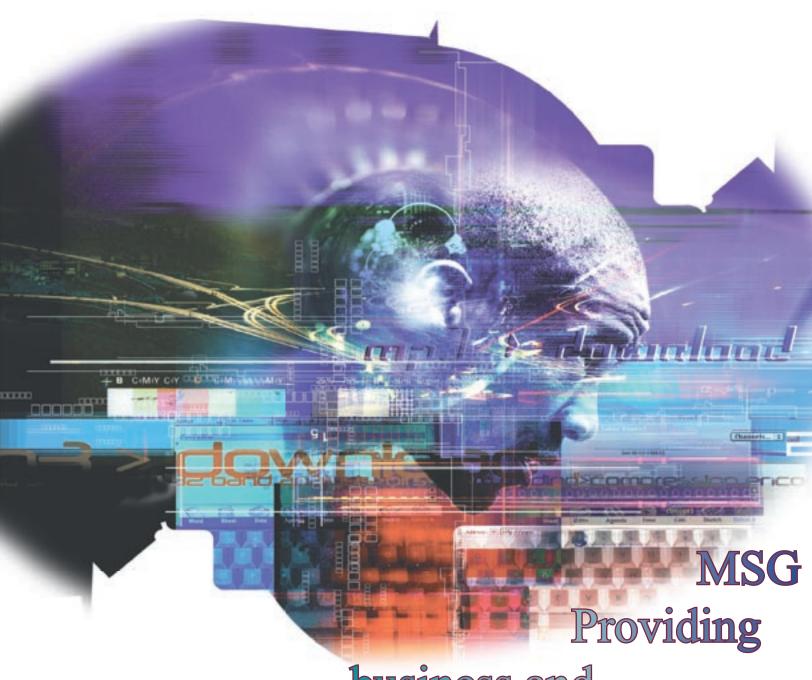
...MEETING OUR CUSTOMERS' NEEDS

We specialize in integrated weapon system support information solutions for both depot level and field operations requirements. We provide multi-functional information management systems, systems integration,



IT consulting/ project management, and the latest in IT technology support solutions such as enterprise data warehousing and e-commerce. We work with our customers to plan, acquire, manage, deploy, sustain, and upgrade over 145 IT systems with a combined

annual revenue of approximately \$300 million. Our IT solutions are effective, efficient, affordable, and flexible. We approach IT solution acquisition and program management from a life-cycle perspective - we support our customers from system conception to system delivery to system retirement.



business and
technical integration
success to achieve
information
dominance

The MSG's Information
Technology Application
Center (ITAC) is a premier experimentation facility where Government and industry partners can explore the possibilities of integrating new technologies with Air Force requirements. Located at Wright-Patterson AFB, the lab is a hub for technology and innovation with users sharing information to enable rapid progression in state-of-the-art technology trends as they emerge.



The ITAC provides an isolated experimentation area, which does not impact current operations, as well as a secured environment where MSG IT experts work with industry to experiment with and evaluate emerging technologies and possible IT solutions.

All ITAC activities are documented in order to share results with customers and participating commercial vendors.

The ITAC is an example of MSG working with industry in order to support our customers by delivering information solutions that meet their mission needs

"The ITAC provides an environment to evaluate technologies and possible solutions."



The MSG Integrating Technology by a **Structured Evolution Process (ITSEP)** tailors the Rational Unified Process for Commercial-Off-the-Shelf (COTS) products. ITSEP is a disciplined spiral approach to acquiring and fielding COTS and other reuse

solutions (i.e., Government-Off-the-Shelf (GOTS)). ITSEP develops, fields, and supports a solution composed of integrated assembly of hardware and software products, required custom code, linkage to enterprise architecture and end-user business process changes.

ITSEP is a lifecycle process. At inception the project scope is defined and COTS and GOTS products are surveyed. After further elaboration the need is refined and/or prototyped and a COTS or GOTS solution is selected. The COTS or GOTS is then applied by implementing the selected solution followed by transitioning to fielding and supporting the COTS or GOTS solution.

ITSEP incorporates strategies that take advantage of the benefits of the commercial, inhouse, and government marketplaces while managing any drawbacks.

> "ITSEP is a process designed to meet business IT needs to acquire and field capabilities that leverage available COTS and other reuse products."

The MSG has extended its business model by developing a rapid prototyping capability.

This capability will provide quick turnaround of customer requirements through proof-of-concept demonstrations. The prototypes are built on an infrastructure that represents existing and planned AF environments.

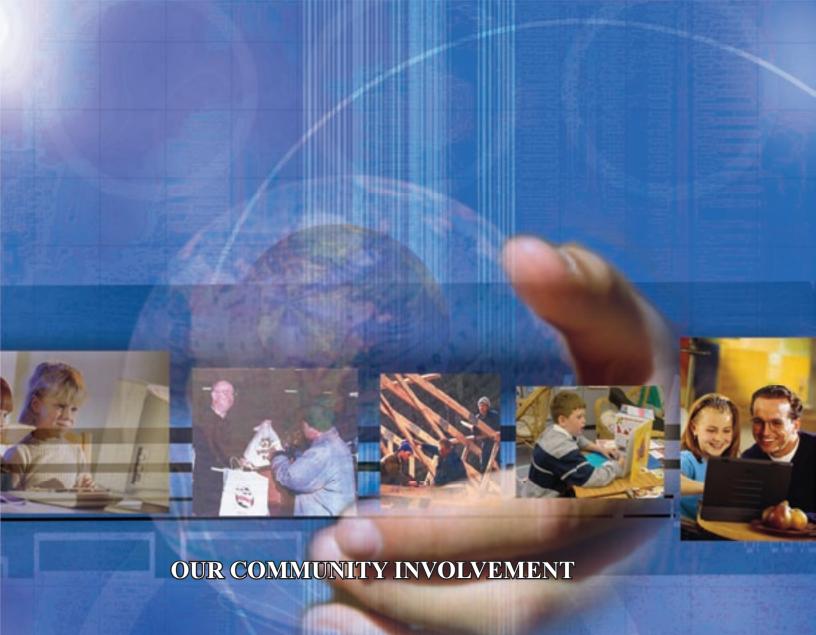


This process helps add

structure to our customers' vision, aids them in defining their needs and reduces requirements determination time. Additionally, this capability shows our customers how leading edge technology helps to meet their mission needs and helps to strengthen MSG's objective to provide value-added capability to our customers. Our rapid prototyping ability is our investment in meeting the future information solution needs of the Air Force by turning experiments into IT capabilities.

MSG has participated in commercially-proven rapid prototype workshops through the Massachusetts Institute of Technology and has learned specific technical techniques as they apply to our environment. Through participation in industry prototyping experiments, we are able to leverage their knowledge and lessons learned to better build our capability.

"Our rapid prototyping ability is our investment in meeting the future information solution needs of the Air Force by turning experiments into IT capabilities."



MSG's community involvement has and will remain strong as we reach out to support the needs of others and share in a rich exchange of information to enhance our capabilities and knowledge. Whether it is serving as the Miami Valley Combined Federal Campaign Chair; building homes with Habitat for Humanity; promoting the use of highly trained domesticated pets to help people improve their health, independence, and quality of life; serving as high school science fair judges, "adopting families" during the holidays, or sponsoring a MIS senior student project at a local university, the MSG readily gives to the community with a giving and caring spirit.

Our Strategic Alliances

The MSG has greatly benefited from partnership arrangements with academia, industry, and not-for-profit organizations.



WHY MATERIEL SYSTEMS GROUP?

Automated Business Services System (ABSS) is the AF standard information system for generating, coordinating, and approving financial documents to commit funds (e.g., Purchase Requests, Military Interdepartmental Purchase Requests, Project Orders, TDY Orders, etc.). ABSS is fielded at every AF Base in the world and supports Air Force Reserve and Air Guard operations as well as the active Air Force. ABSS recently became the first application in the AF, as well as DoD, to be certified as Public Key Infrastructure (PKI) compliant. The PKI technology enables the use of digital signatures. The digital signatures, although transparent to most users, will benefit them and the financial community by eliminating manual acceptance of documents.

AF Equipment Management System (AFEMS) is a state-of-the-art management information system optimized to perform its assigned functions. Its capabilities include accurate, on-line, real-time information processing and updating; and it has electronic interfaces to govern data transfer to and from external information systems. AFEMS has communications links and protocols to ensure that registered users the world over can access the database to determine the requirements forecasting and maintain worldwide visibility and control of stock-numbered equipment assets. The scope of AFEMS is such that it has a significant operational impact on the AF. Management visibility is exercised for more than 100,000 equipment items. These items include vehicles, test equipment, side arms, and various other commodity groups. The Air Force inventory of in-use, warehouse, and on-order assets has a value of \$29 billion. The annual buy program — to replace asset condemnations, acquire new items in the face of changing missions, or to order additional assets to support growing missions — amounts to about \$4.5 billion annually. A major milestone for AFEMS was accomplished when the Air Force Audit Agency validation audit was successfully completed and AFEMS was rated "substantially Chief Financial Officer (CFO) Act compliant". AFEMS is the first DoD system to earn this distinction.

MSG developed four rapid prototypes that have become the basis for IT solutions to improve capability to AF decision makers and operators. These prototypes were the Strategic Management Information System (SMIS), Flight Operations Collaborative Information System (FOCIS), Aircraft Battle Damage Assessment and Repair (ABDAR), and Deployment Qualification System (DQS). SMIS is now being designed to provide the AFMC senior management with a balanced scorecard of performance metrics that will present a quick view of the "health of the Command". FOCIS demonstrated an electronic flight bag for the flight crew eliminating pounds of paper documents. The prototype provided valuable input to the multi-MAJCOM requirements team to develop an initial requirements document for a Global Weapons Information System (GWIS). GWIS will integrate information across agencies and functional areas expecting to make revolutionary changes in cockpit information management. The ABDAR prototype verified to Combat Logistics Support Squadron (CLSS) assessors and technicians how current technology could be used to electronically access needed technical data and to easily transmit required information to accomplish aircraft battle damage repair. By using this prototype MSG has assisted CLSS in clarifying and validating their functional and environmental requirements. DOS is a web-based tool prototype changing deployment preparedness to one of personal responsibility. DQS will integrate and provide visibility to the many independent processes that contribute to individual readiness. It will also provide a single source for attaining, maintaining, and tracking individual readiness. Plans are underway to deploy DQS in 2003.

...OUR SUCCESSES SAY IT ALL!

MSG has partnered with AFMC/LG to accomplish two major initiatives. Over forty representatives from the Air Logistic Centers (ALCs), AFMC/LGN, and MSG, following the Integrating Technology by a Structured Evolutionary Process (ITSEP), worked together to assess commercial Material Resource Planning II (MRPII)/Maintenance Repair and Overall (MRO) products from functional and technical perspectives. MSG and AFMC/LG are also partnering to stand up an information technology and business process experimentation and rapid prototyping virtual environment (i.e., Depot-X) that will provide AFMC with an evaluation capability to assess, model, and standardize (where beneficial) depot maintenance and supply management business processes.

The Windows 2000 Active Directory effort will bring to the AFMC Enterprise Intranet substantial improvements in digital communications, greater robustness of architecture, improved customer support capabilities and a much enhanced network user experience. Leveraging the technology imbedded in Windows 2000 Active Directory, capabilities such as single sign on, white/yellow directory pages, distributed file systems, roaming profiles, kerberos authentication and integration with the DoD Public Key Infrastructure (PKI) will become a transparent and daily part of the AFMC network user community's experience. AFMC is the largest implementation of Windows 2000 Active Directory in the AF and the MSG Site Activation Task Force has clearly become the most skilled and knowledgeable Windows 2000 Active Directory implementation team by:

- Successfully piloting the project at Wright-Patterson AFB
- Migrating over 46,000 users across 7 bases to the Active Directory Environment
- Achieving initial operational capability at Edwards, Hanscom, Brooks, Hill AFBs and Maxwell AFB-Gunter Annex

The Certification and Accreditation (C&A) efforts of MSG have identified countless existing system security vulnerabilities while performing C&A work on multiple systems. For example, MSG system security testing on mainframe systems located at a DOD agency's facility discovered network deficiencies that permitted direct commercial Internet access to DoD and AF information systems. Corrective actions have been devised and are now being implemented. Other significant findings have been discovered as a result of MSG C&A efforts through automated and manual security testing. These include improper or missing audit trails, weak password settings, exposed root passwords, default/vendor passwords, missing software service packs, omitted intrusion detection tools, and uncontrolled access rights. These findings that had some systems open to attack from multiple sources have been corrected and MSG has completed re-test, as needed to ensure compliance. Information assurance challenges, both now and in the future, will require on-going awareness, diligence and innovative approaches. MSG will continue to surpass these challenges by providing maximum security and customer satisfaction at the best price.

MSG - An Award Winning Organization

The MSG financial professionals formed an unprecedented partnership with the Standard Systems Group, Defense Finance and Accounting, and the Air Force Audit Agency to successfully field the Air Force's first Chief Financial Officer (CFO) Act-compliant accounting system. Implemented on schedule and under budget, this effort overcame the many complexities involved in replacing a legacy system while at the same time successfully coordinating the required interagency involvement. In recognition of this unique achievement, the project team won two national awards: the American Society of Military Comptrollers Team Award and the Office of Undersecretary of Defense, Comptroller Financial Management Systems Improvement Award

MSG workforce member, Ms. Merle Ellen Bower was selected as the Electronic Systems Center Junior Civilian of the Year. As a part of her many talents, Ms. Bower was cited for her use of analytical skills to track unmatched disbursements and recover more than \$25 million. Her community involvement was as impressive as her list of work-related recognitions, including her tireless efforts with local city family services to protect abused children. She is a well-rounded person who makes a difference and this award served to acknowledge her dedication and commitment.

AF Communications Agency presented the joint MSG and AFMC/SC Windows 2000

Active Directory team with the General Edwin W. Rawlings Air Force Communications and Information Award. This award recognizes the innovative use of command, control, communications and computer systems technology that significantly enhanced AF operations during the year. The MSG and AFMC/SC team were honored for their outstanding effort in developing and deploying the Active Directory across the AFMC network.

MSG's Human Resource Chief, Ms. Lori Stryker, received the AF Exemplary Service Award for her relentless support to the education and training initiatives in order to prepare tomorrow's MSG workforce. Among her many accomplishments, Ms. Stryker's efforts led to the forging of a unique public/private partnership between Wright Patterson AFB and the Greater Dayton IT Alliance enabling the purchase of \$1.7 million worth of IT training for just \$1 million.

The 88th Security Forces Squadron presented the MSG with a certificate in recognition of and appreciation for the contributions MSG has made since the terrorist attacks. Countless MSG personnel generously donated food to help ease the burden of those protecting our gates and buildings. Although the action was not major, the intent was significant. As stated in the words of one Security Forces Operations Officer, "they could not have put in the long hours without the support from individuals and organizations like the MSG".

OUR COMMITMENT

MSG is committed to fielding improved IT capability through the utilization of experiments, prototypes, and modified and improved business processes. We are working to reduce costs, cycle times, and investment risks by partnering with the warfighting operators and the DoD components to understand their information business needs and deliver world class technologies, process improvements, and enterprise solutions. Through our alliances with industry and academia, we will leverage lessons learned, exploit emerging technologies, track technology and business trends, and collaborate on IT enhancements and improvements. Our goal is to ensure the Aerospace Expeditionary Forces have the information they need, when and where they need it!

Air Force professionals providing the world's most respected agile combat support information solutions, transforming data into knowledge for Air Force decision makers.

